OFFICE OF SYSTEMS INTEGRATION

REQUEST FOR PROPOSAL OSI 7100-181 UNEMPLOYMENT INSURANCE MODERNIZATION PROJECT

SECTION 6A – PROJECT MANAGEMENT

June 1, 2007
ADDENDUM 1

ISSUED BY:

STATE OF CALIFORNIA

DEPARTMENT OF GENERAL SERVICES
TECHNOLOGY ACQUISITIONS SECTION
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6A PROJECT MANAGEMENT

This section of the Request for Proposal (RFP) is dedicated to defining the requirements for management plans, management activities, and other administrative support used to manage the Unemployment Insurance Modernization (UIMOD) Project. The Management section does NOT define requirements for work that is specifically dedicated to creating and deploying the Continued Claim Redesign (CCR) and Call Center Network Platform and Application Upgrade (CCNPAU) sub-projects that are defined in other sections of this RFP.

The UIMOD Project Office utilizes a collection of existing management plans (the Master Project Plan (MPP) and various supporting management plans) to manage the UIMOD Project. The State uses the MPP as the overarching plan that governs all other plans.

6A.1 Project Management Plans

The UIMOD Project also uses a defined life cycle and management plan update cycle. The UIMOD project management methodology is documented in the UIMOD MPP. The Contractor's project management approach is documented in the Contractor Project Management Plan (PMP). At the end of the Transition phase, the MPP and PMP are replaced by the Maintenance and Operations (M&O) plan.

The same relationship exists between the UIMOD System Engineering Management Plan (SEMP) and Contractor SEMP throughout the Project life cycle phase.

System releases to the production environment will be done in three phases:

1. Production releases (marked with a "P") will occur during the system implementation life cycle. These releases will represent initial production deliveries and will be the responsibility of the Contractor to oversee.

2. Updates to the production released system components (marked with an "M") will occur during the Transition (Contractor Production Support) life cycle. These releases will represent post-production enhancement, corrections, and modifications to existing production components that will be the responsibility of the Contractor to oversee.

3. Updates to the production released components (marked with an "E") will occur during the EDD M&O life cycle phase. The period represents the timeframe when the Contractor engagement is complete, and the Employment Development Department (EDD) will be managing the system entirely.

Figure 6A.1 – Prime Contract Relationship to UIMOD Life Cycle Phases
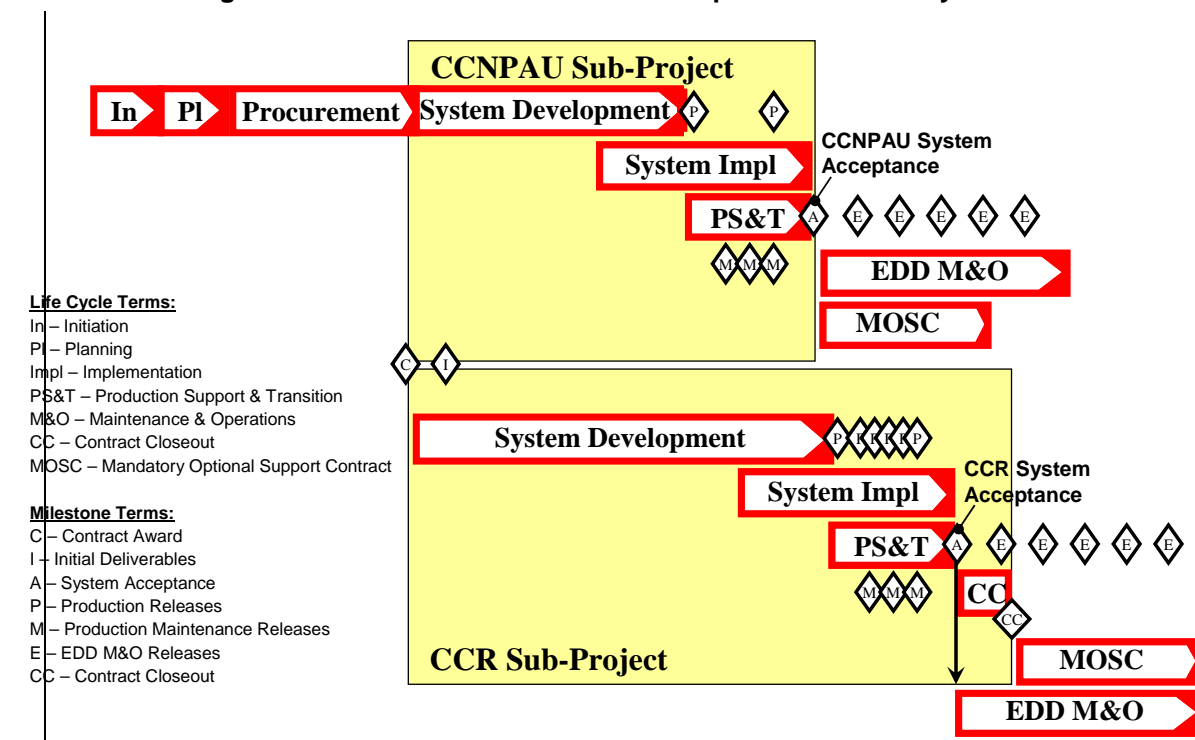
6A.1.1 Project Management Plan (PMP)

The PMP will be a Contractor developed plan that will outline the methodologies and management practices that will be used by the Contractor to manage the work performed by the Contractor. It will be important for the MPP and PMP to function collaboratively and ensure that State commitments and Contractor commitments to Project stakeholders are properly coordinated for mutual Project success.

The UIMOD Project is utilizing the MPP as the overarching management plan that is supplemented by a collection of supporting management plans - all of which together is called the Project Office Management Plans (POMP).

The collection of management plans required of the Contractor in the following paragraphs has a corresponding management plan relationship with one of the UIMOD plans with exception to the UIMOD Cost Management Plan and the UIMOD Contract Management Plan.

The relationship between the UIMOD management plans and the RFP mandated management plans is depicted in Figure 6A.2 – Management Plan Relationship to RFP-Mandated PlansFigure 6A.2 – Management Plan Relationship to RFP-Mandated Plans.

Requirement Number	Requirement	Bidder Agrees (Y/N)
1	The Contractor shall develop a PMP that incorporates corrections, and improvements to the PMP that was delivered as part of the proposal.	
2	The PMP shall conform to IEEE Std. 1058-1998, Standard for Software Project Management Plans and shall incorporate and comply with IEEE Std.1490-2003, IEEE Guide – Adoption of Project Management Institute (PMI) Standard – A Guide to the Project Management Body of Knowledge.	
3	The scope of the PMP shall also incorporate into the IEEE Std. 1058-1998, Standard for Software Project Management Plans structure the Contractor's approach to the following supporting management processes that are specified in other sections of the RFP: a) Schedule Management. b) Cost Management. c) Staff Management. d) Communications Management. e) Configuration Management. f) Requirements Management. g) Risk Management. h) Quality Management. i) System Engineering Management.	

Figure 6A.2 – Management Plan Relationship to RFP-Mandated Plans
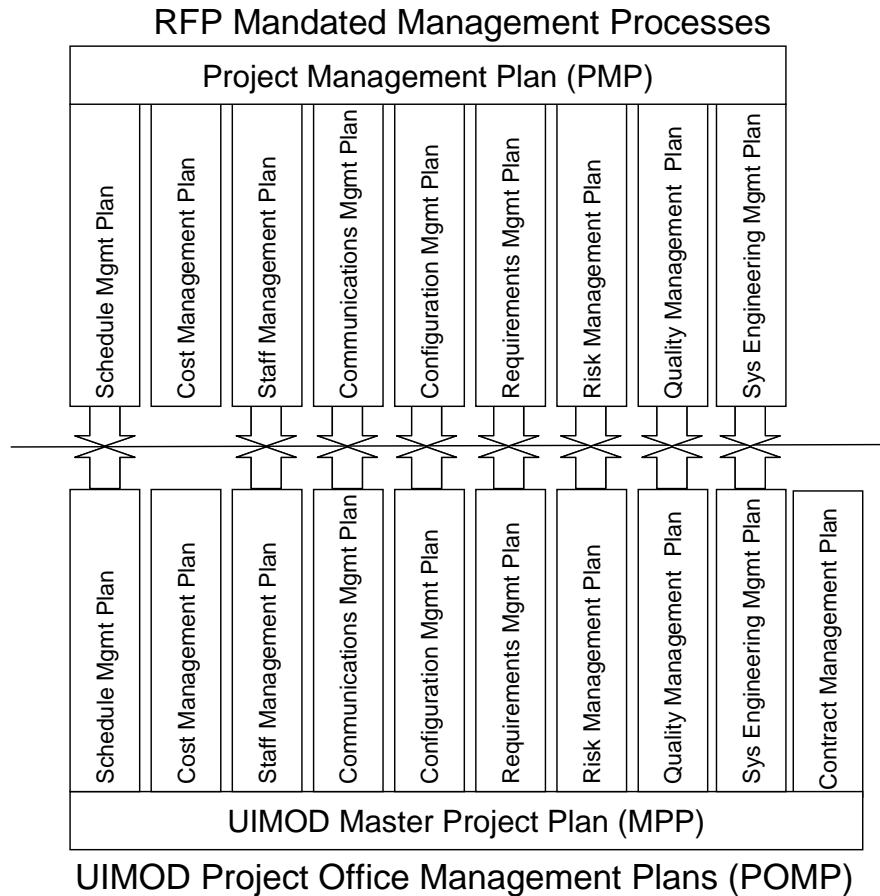
6A.1.2 General Management Plan Requirements

The requirements below apply to all of the management plans defined. The State requires the Contractor to develop management processes and practices that do not contradict the UIMOD management plans.

Requirement Number	Requirement	Bidder Agrees (Y/N)
4	Contractor management plan deliverables shall describe the relationship between their management processes and practices with the corresponding UIMOD Project Office management processes and practices.	
5	Contractor management plan deliverables shall include at the beginning of the document a traceability matrix detailing how the management approach presented in the proposal was incorporated into the body of the management plan including a description of any changes and/or modifications made to the approach.	
6	The Contractor shall notify and obtain UIMOD Project Office approval when Contractor management plan deliverables are modified in such a way that it deviates from the approach presented in the proposal response.	

Requirement Number	Requirement	Bidder Agrees (Y/N)
7	Contractor management plan deliverables shall contain a section at the end of the document titled "Standards Traceability", showing bi-directional traceability between the paragraphs in the plan and: a) Paragraphs from specified IEEE standards or other industry standards. b) Paragraphs to applicable sections of any of the UIMOD management plans. c) Other references or standards used by the Contractor, as appropriate.	
8	The Contractor shall use UIMOD terms and definitions for project management whenever there is a conflict between terms and definitions defined by standards (e.g. IEEE standards) and UIMOD-defined terms and definitions for project management.	
9	Contractor management plan deliverables shall accurately document the Contractor's actual practices.	
10	When executing Contractor management plan deliverables, the Contractor shall provide information to the UIMOD Project Office in a manner that allows the UIMOD Project Office to maintain its corresponding management processes and practices.	

6A.2 Schedule Management

The UIMOD Project Office uses formal Schedule Management techniques to create the Project's Master Schedule and Work Breakdown Structure (WBS). These define how the schedule and work products will be maintained, managed, and modified to satisfy Project commitments for the duration of the Contract.

The Contractor schedule management processes (created by the Contractor) will be a sub-set of the UIMOD schedule management processes. Therefore, it is essential that schedule and WBS information from the Contractor Project Office and UIMOD Project Office be compatible and consistent with one another to the maximum extent possible.

6A.2.1 Schedule Management Plan

Requirement Number	Requirement	Bidder Agrees (Y/N)
11	The Contractor shall manage the Contractor's schedule using a formal methodology that is documented in the Contractor Schedule Management Plan.	
12	The Contractor Schedule Management Plan shall conform to Chapter 6, Project Time Management of IEEE Std. 1490-2003, IEEE Guide – Adoption of Project Management Institute (PMI) Standard – A Guide to the Project Management Body of Knowledge.	

Requirement Number	Requirement	Bidder Agrees (Y/N)
13	The Contractor Schedule Management Plan shall address the following topics: a) Introduction. b) Definitions. c) Roles and Responsibilities. d) Schedule Framework. e) Description of Project Lifecycle. f) Project Scope Summary. g) Project WBS. h) Duration Estimation. i) Schedule Documentation. j) Resource Allocation. k) Schedule Baseline, Control, Management Reserve, Authority. l) Schedule Status Collection Process. m) Schedule Cost Information Evaluation and Reporting. n) Project Schedule Template. o) Schedule Reporting. p) Schedule Oversight and Analysis. q) Schedule Archiving.	

6A.2.2 Contractor Project Work Breakdown Structure (WBS)

The Work Breakdown Structure (WBS) will be used to identify all the anticipated Project work and allows the Project team to ensure that the identified work is appropriately scheduled.

Requirement Number	Requirement	Bidder Agrees (Y/N)
14	The Contractor shall update the WBS submitted as part of the proposal with Project scope identified and decomposed as specified in Section 5.3 of the IEEE Std 1490-2003, IEEE Guide – Adoption of PMI Standard – A Guide to the Project Management Body of Knowledge.	
15	The Contractor shall show and maintain traceability from the WBS to the Contractor scope of work.	
16	The Contractor shall decompose the WBS to the Work Package level.	

6A.2.3 Contractor Project Schedule

Requirement Number	Requirement	Bidder Agrees (Y/N)
17	The Contractor shall work with the UIMOD Project Office to update the Contractor Project Schedule that was submitted as part of the proposal so that it combines seamlessly with the UIMOD Project Master Schedule.	

Requirement Number	Requirement	Bidder Agrees (Y/N)
18	The Contractor shall develop and maintain a Contractor Project Schedule using a Rolling Wave methodology as defined in Section 3.2 of IEEE Std. 1490-2003, IEEE Guide – Adoption of PMI Standard – A Guide to the Project Management Body of Knowledge.	
19	The Contractor shall develop and maintain the Contractor Project Schedule and related Schedules that, as a minimum, includes: a) A WBS that is a direct representation of the work and product scope defined in this RFP. b) A WBS that assigns a unique WBS designator for each of the contract Pay Points. c) Identification of activities including expected durations and completion dates that the Contractor expects to be completed by the Contractor, and UIMOD Project Office, in order to meet the estimated schedule. d) Include all known work activities and milestones.	
20	The Contractor Project Schedule shall be developed based upon an approved WBS.	
21	The Contractor Project Schedule shall include as milestones all deliverables (including initial deliveries and updates) that are identified in RFP Section 6D, Deliverables & Acceptance Process, and shall be filterable in Microsoft (MS) Project for easy cross-referencing to the Deliverable Lists.	
22	The Contractor shall define all work packages and requests for payments in terms of the Pay Point categories defined in the Pay Points table.	
23	The Contractor shall provide production releases to correspond with the order of production releases shown in the Pay Points table unless otherwise noted. In those cases, the contractor can define the order of delivery.	
24	The Contractor Project Schedule shall clearly distinguish Pay Point milestones and associated Pay Point activities from one another.	
25	The Contractor Project Schedule shall be fully resourced in MS Project with both Bidder and State staff roles.	
26	The Contractor shall develop and maintain the Contractor Project Schedule using MS Project version 2003 or other compatible version used by the UIMOD Project Office.	
27	The baselined Master Contractor Project Schedule shall be tracked and controlled in accordance with Section 3.2 of IEEE Std. 1490-2003, IEEE Guide – Adoption of PMI Standard – A Guide to the Project Management Body of Knowledge.	
28	The Contractor Project Schedule shall be maintained and updated for the life of the Contract.	
29	The Contractor Project Schedule shall be maintained with a current status in Hours Remaining.	

Requirement Number	Requirement	Bidder Agrees (Y/N)
30	The Contractor shall obtain UIMOD Project Office's written approval for any changes to a baselined Contractor Project Schedule.	
31	The Contractor shall follow the UIMOD Schedule Management process for schedule change control for all proposed changes to a baselined Contractor Project Schedule.	
32	The Contractor Project Schedule shall maintain the following conditions for near-term tasks and subtasks: a) Provide detailed task information for at least the next phase Schedule update and at least one hundred twenty (120) days in the future. b) Total resource unit estimates by skill category do not exceed one hundred sixty (160) staff hours. c) The duration of any single Schedule activity does not exceed four (4) weeks.	
33	The Contractor shall identify (as soon as they are known) resource constraints that will have schedule impacts.	
34	The Contractor shall analyze significant variances from the plan and forecast impacts on overall Project Schedule and on near-term milestones.	
35	The Contractor shall provide actual and projected schedule data for management decision-making and implementation of management actions.	

36	The Contractor shall maintain the following conditions for Schedule Estimates:
	
	a) The Contractor Project Schedule shall be developed based upon approved schedule estimates.
	b) Schedule estimates shall be submitted for each WBS level 3 item.
	c) Schedule estimates shall be documented in the form of a Task Description and shall identify:
	  1. Item name.
	  2. Scope.
	  3. Work estimate in hours.
	  4. Resource requirements in skill sets and equipment.
	  5. Method of estimation.
	  6. Confidence of estimate.
	  7. Associated risks and Project dependencies.	

Requirement Number	Requirement	Bidder Agrees (Y/N)
37	The Contractor shall maintain the following conditions for Schedule Iterations: a) For every schedule delivery, the Contractor shall submit at a minimum both a schedule that shows the overall Project Schedule and Iteration schedule for the current Iteration and the Iteration immediately following. b) The Contractor shall develop, deliver, maintain, and execute an Iteration schedule for Iterations which cover the next 6 months at all times. c) Iteration schedules shall be clearly labeled as such to differentiate them from the UIMOD Project Master Schedule. d) Iteration schedules shall be based upon the approved WBS to the Work Package level. e) Iteration schedules shall include all known work to the task level. f) Iteration schedules shall be fully resource loaded and leveled. This includes the number, level, and type of staff summarized for each task and subtask to the level it is managed. g) Iteration schedules shall include all task and subtask dependencies to the task level. h) Iteration schedules shall include all milestones, milestone reviews. i) Iteration schedules shall include all Contract Deliverables as specified in the approved Deliverable list. j) Iteration schedules shall include the estimated effort for each task at the level it is managed.	
38	Schedules shall be submitted per the reporting schedule as identified in the approved Contractor Schedule Management Plan.	
39	Schedules shall be submitted to the UIMOD Project Office in a MS Project file format, and shall be submitted in the following format: a) A Gantt chart view shall be developed as part of the file submittal showing planned and actual start and end dates and duration for tasks, the percentage complete, and the resource responsible for task completion. b) A Gantt chart view shall be developed as part of the file submittal showing identification of critical path activities through the current and following iteration. c) Time period for UIMOD Project Office review and comment for Deliverables and milestones, and subsequent time period for Contractor correction. d) All submitted reports shall show appropriately linked milestones. e) Resourced based dependencies will be considered as 'soft' dependencies and should be indicated through a Note in the task. f) Activities required to be completed by UIMOD Project Office shall be shown in a different color or font.	
40	Milestones must be used to identify the completion of work package deliverables, completion of iterations, completion of Project phases, and shall comply with Section 6.2.1.6 and Section 6.4.1.6 of IEEE Std. 1490-2003, IEEE Guide – Adoption of PMI Standard – A Guide to the Project Management Body of Knowledge.	

Requirement Number	Requirement	Bidder Agrees (Y/N)
41	The Contractor Project Schedule shall be supplemented with a Contractor Milestone Schedule Summary based on the Contractor Project Schedule. The Contractor Milestone Schedule Summary shall be baselined after Contract Award. Any changes to the baselined Contractor Milestone Schedule Summary shall have the UIMOD Project Office's written approval.	
42	The Contractor shall maintain and update the Contractor Milestone Schedule Summary for the Contractor Project Schedule in the Monthly Project Status Report. The Contractor shall control changes to the schedule according to the approved Contractor Schedule Management Plan.	
43	The Contractor shall provide access as requested to tools and data utilized for managing the Project, including schedule, issues, risks, and change requests to the UIMOD Project Office.	

6A.3 Budget/Cost Management

Even though the relationship between the State and the Contractor is through a fixed priced cost model using the Pay Point structure defined in Sections 6B and Section 11 of this RFP, it is the goal of the following requirements to further reduce the risk to the project by assuring that the Contractor is tracking and monitoring costs using earned value type methodology and metrics.

6A.3.1 Cost Management Plan

Requirement Number	Requirement	Bidder Agrees (Y/N)
44	The Contractor shall manage the Contractor's cost using a formal methodology that is documented in the Contractor Cost Management Plan.	
45	The Contractor Cost Management Plan shall conform to Chapter 7, Project Cost Management of IEEE Std. 1490-2003, IEEE Guide – Adoption of PMI Standard – A Guide to the Project Management Body of Knowledge.	
46	The Contractor shall follow the UIMOD Cost Management Plan to conduct their cost management and control processes as it relates to Project progress and health.	
47	The Contractor Cost Management Plan shall address the following topics: a) Introduction. b) Participant Roles and Responsibilities. c) Project Cost Management Approach. d) Monitoring Costs. e) Project Cost Tools.	
48	The Contractor shall provide access (as requested) to tools and data utilized for managing the Project progress.	

6A.3.2 Cost Baseline and Cost Tracking

Requirement Number	Requirement	Bidder Agrees (Y/N)
49	The Contractor shall work with the UIMOD Project Office to develop a Project Master Schedule that includes a Project cost baseline as defined in Section 7.3 of IEEE Std. 1490-2003, IEEE Guide – Adoption of PMI Standard – A Guide to the Project Management Body of Knowledge.	
50	The Contractor cost baseline shall be maintained and updated for the life of the Contract by the Contractor.	
51	Any Contractor proposed changes to the approve master schedule or requirements (scope) that will impact the project's approved cost baseline shall be coordinated with UIMOD Project Office for approval, using the State's resource, scope, and schedule priorities stated in the UIMOD Master Project Plan (MPP), and also stated below: Resources (priority 1) a) Not flexible b) Cannot be exceeded Scope (priority 2) c) Somewhat flexible d) Willing to expand / reduce original requirements somewhat, without compromising quality. Schedule (priority 3) e) Most flexible f) Willing to exceed original schedule estimates if necessary	
52	The Contractor shall trace their cost baseline to the approved WBS.	
53	The Contractor shall monitor and control Contractor project activities and expenditures to keep the Project within the planned schedule and Contract budget using an Earned Value-type methodology. Contractor Project activities are defined to include any and all activities performed by the contractor, sub-contractors or any other third party including the State or its employees which are the responsibility of the Contractor as outlined in the contract, Contractor Project Schedule, and Statement of Work (SOW).	
54	The Contractor shall integrate Project scope, schedule, and cost objectives into a baseline plan against which accomplishments may be measured.	
55	The Contractor shall analyze significant variances from the plan and forecast impacts.	
56	The Contractor shall provide actual and projected budget data for management decision-making and implementation of management actions.	
57	The Contractor shall record actual hours expended by WBS line items against specific tasks on a weekly basis in Project Management software in accordance with the Department of Finance (DOF) Information Technology Project Oversight Framework specifications for high criticality projects.	
58	The Contractor shall record estimated hours to complete by task at least weekly in Project Management software in accordance with the DOF	

Requirement Number	Requirement	Bidder Agrees (Y/N)
	Information Technology Project Oversight Framework specifications for high criticality projects.	

6A.4 Human Resource Management

The UIMOD Project Office is using human resource management to create the Project's Staff Resource Profile, and to define how staff resources are utilized throughout the life of the Project, how staff resources interface with one another (including with the Contractor), and how staff resources will be managed (as needed) to meet the staffing commitments for the Project.

Noted below are the minimum set of interface and compatibility requirements between the Contractor Staff Management Plan and the UIMOD Project Staff Management Plan.

6A.4.1 Staff Management Plan

Requirement Number	Requirement	Bidder Agrees (Y/N)
59	The Contractor shall manage the Contractor's staff resources and sub-contractor resources using a formal methodology that is documented in the Contractor Staff Management Plan.	
60	The Contractor Staff Management Plan shall conform to Chapter 9, Project Human Resource Management of IEEE Std. 1490-2003, IEEE Guide – Adoption of PMI Standard – A Guide to the Project Management Body of Knowledge.	
61	The Contractor Staff Management Plan shall address the following topics: a) Introduction. b) Staff Management Approach. c) Project Organization. d) Project Staffing Plan. e) Responsibility Assignment Matrix (RAM).	
62	The Contractor shall identify in the Staff Management Plan how Contractor staff resources will interact with, utilize, and collaborate with State staff resources for all work performed by the Contractor.	

6A.4.2 Responsibility Assignment Matrix (RAM)

Requirement Number	Requirement	Bidder Agrees (Y/N)
63	The Contractor shall develop and deliver a RAM for the work performed by the Contractor as part of the Staff Management Plan.	
64	The Contractor shall associate Contractor and sub-Contractor staff resources to the Contractor WBS using a Responsibility Assignment Matrix RAM that is compatible and consistent with the RAM defined in the UIMOD Staff Management Plan.	

6A.4.3 Organizational Chart / Roles and Responsibilities

Requirement Number	Requirement	Bidder Agrees (Y/N)
65	The Contractor shall create and maintain a Contractor organizational chart that identifies every Contractor and sub-Contractor staff resource assigned to the Project to include: a) Project Director. b) Project Manager. c) Trainer. d) Quality Assurance Manager. e) Contact Center Implementation/ Deployment Manager. f) Software Development Manager. g) Database Designer. h) Senior Software Architect (Technical Lead). i) Contact Center Engineer/ Architect. j) Project Scheduler.	
66	The Contractor shall identify assumptions and expectations for State staff resources that will be working along side Contractor and sub-Contractor staff resources identified in the Contractor organizational chart.	

6A.4.4 Job Duty Statements

Requirement Number	Requirement	Bidder Agrees (Y/N)
67	The Contractor shall maintain current Job responsibility statements and accompanying staff qualifications for all Contractor staff and sub-contractor staff assigned to the Project.	
68	Any changes to Contractor staffing shall be approved by the UIMOD Project Office.	

6A.4.5 Contractor Staff Resources

The following represents the minimum set of Contractor staff resources that the State expects the Contractor to provide in order to foster a collaborative working relationship between the UIMOD Project Office and the Contractor Project Office.

Contractor Key Staff are a specific sub-set of the Contractor Staff Resource pool and have additional staff qualification requirements associated with those positions. Key Staff qualification requirements are identified in Section 6E of the RFP, and are also identified, where appropriate, below.

6A.4.5.1 Contractor Project Director

The State expects the staff resource assigned the role of Contractor Project Director perform the following minimum responsibilities:

- Acting as the primary interface between the Contractor and the UIMOD Project Director.

- Ensuring that the Project receives corporate support, commitment, and oversight to meet all its contractual requirements.

- Interacting with the UIMOD Executive Management.

- Ensuring escalated issues are addressed and receives proper corporate attention.

- Providing authority to commit the Contractor to all contractual agreements with the State for this project.

- Providing direction to the Project effort, ensuring that all Contractor supplied staff needs and other resources for the Project are met as required, and maintaining accountability for Contractor supplied staff performance.

- Managing contractual relationships, administering agreements, administering and ensuring resources are available.

- Managing communications for reporting, including issues with Contractor executive staff, and managing fiscal reporting.

- Providing authority over all project activities and contractor and sub-contractor resources.

6A.4.5.2 Contractor Project Manager (Key Staff)

The Contractor Project Manager is a key staff position. See RFP Section 6E.2, Proposal Requirements, for a full description and qualification requirements.

6A.4.5.3 Quality Assurance Manager (Key Staff)

The Contractor Quality Assurance Manager is a key staff position. See RFP Section 6E.2, Proposal Requirements, for a full description and qualification requirements.

6A.4.5.4 Project Scheduler (Key Staff)

The Contractor Project Scheduler is a key staff position. See RFP Section 6E.2, Proposal Requirements, for a full description and qualification requirements.

6A.4.5.5 Contact Center Implementation/Deployment Manager (Key Staff)

The Contractor Contact Center Implementation/Deployment Manager is a key staff position. See RFP Section 6E.2, Proposal Requirements, for a full description and qualification requirements.

6A.4.5.6 Contact Center Engineer/Architect (Key Staff)

The Contractor Contact Center Engineer/Architect is a key staff position. See RFP Section 6E.2, Proposal Requirements, for a full description and qualification requirements.

6A.4.5.7 Software Development Manager (Key Staff)

The Contractor Software Development Manager is a key staff position. See RFP Section 6E.2, Proposal Requirements, for a full description and qualification requirements.

6A.4.5.8 Sr. Software Architect Technical Lead (Key Staff)

The Sr. Software Architect (Technical Lead) is a key staff position. See RFP Section 6E.2, Proposal Requirements, for a full description and qualification requirements.

6A.4.5.9 Database Designer (Key Staff)

The Contractor Database Designer is a key staff position. See RFP Section 6E.2, Proposal Requirements, for a full description and qualification requirements.

6A.4.5.10 Trainers

The State expects the staff resource assigned the role of Trainer perform the following minimum responsibilities:

- Interfacing primarily with the UIMOD Project Office Managers.

- Executing all of the knowledge, transfer, and training requirements identified in the RFP.

- Providing hands-on expertise and knowledge in the technologies and topics to be covered.

- Being knowledgeable in what they are training, and have participated in the implementation of those system components and processes.

6A.4.6 Contractor On-Site Staff Requirements

It is the goal of the UIMOD Project Office to create an optimum working environment consisting of a collection of key staff (between State and Contractor constituents) that, if co-located in the same facility, would enhance the ability of the Project to meet or exceed expected outcomes through daily, in-person interaction. Therefore, the following requirements for Contractor on-site staff have been established.

Requirement Number	Requirement	Bidder Agrees (Y/N)
69	The Contractor shall identify and establish an on-site team of Contractor staff at the UIMOD Project Office facility to include, as a minimum, all Contractor Key Staff identified in the RFP.	
70	Contractor Key Staff shall be available in-person, and within two hours of a formally announced meeting scheduled by the UIMOD Project Office.	
71	Key Staff shall spend no less than 50 percent of their project hours in-person at the UIMOD Project Office site.	

6A.4.7 Staff Arrivals and Workstation Needs

Requirement Number	Requirement	Bidder Agrees (Y/N)
72	The Contractor shall coordinate with the UIMOD Project prior to the arrival of any new or replacement Contractor staff to be housed at the Project site.	
73	The Contractor shall coordinate in advance with the UIMOD Project Office regarding the use of State-supplied workstations for project activities, and to arrange workspace and desktop equipment, as appropriate and in conformity with established State and EDD practices.	

6A.4.8 Staff Tracking and Reports

Requirement Number	Requirement	Bidder Agrees (Y/N)
74	The Contractor shall provide staffing and tracking reports (to include, but not limited to: Overall, by Resource, Sub-Contractor, and Variances).	

6A.5 Communication Management

The UIMOD Project Office uses communication management to establish the Project's communication networks with Project staff and stakeholders of the UIMOD Project. Communication management provides a framework for the exchange of relevant Project information within and outside the Project.

Noted below are the minimum set of interface and compatibility requirements between the Contractor Communication Management Plan and the UIMOD Communication Management Plan.

6A.5.1 Communication Management Plan

Requirement Number	Requirement	Bidder Agrees (Y/N)
75	The Contractor shall manage the Contractor information exchanges between internal and external Contractor stakeholders using a formal methodology that is documented in the Contractor Communication Management Plan.	
76	The Contractor Communication Management Plan shall conform to Chapter 10, Project Communication Management of IEEE Std. 1490-2003, IEEE Guide – Adoption of PMI Standard – A Guide to the Project Management Body of Knowledge.	
77	The Contractor communication management plan shall address the following topics: a) Introduction. b) Communications Roles and Responsibilities. c) Internal Communication. d) External Communication. e) Other Communications. f) Information Management.	

6A.5.2 Issue and Action Item Tracking

Requirement Number	Requirement	Bidder Agrees (Y/N)
78	The Contractor shall establish and maintain a Contractor Issue and Action Item Tracking System that identifies and tracks all Contractor-related issues and action items for work being performed by the Contractor.	
79	The Contractor shall provide reports of all issues and action items that specifically pertain to the UIMOD Project and/or requires State action or response. Issues and Action Items shall be submitted with sufficient detail to allow these items to be entered into the UIMOD Project Office issue tracking system by UIMOD Project Office staff.	

6A.5.3 Project Meetings

Requirement Number	Requirement	Bidder Agrees (Y/N)
80	The Contractor shall participate and support (as needed) UIMOD Project Office-established recurring meetings defined in the UIMOD Communication Management Plan to include such items as: meeting attendance, documentation preparation, and information presentation.	

Requirement Number	Requirement	Bidder Agrees (Y/N)
81	The Contractor shall establish and coordinate Contractor-established meetings with the UIMOD Project Office that do not conflict with already-established meetings scheduled by the UIMOD Project Office.	

6A.5.4 Monthly Contractor Status Report

Requirement Number	Requirement	Bidder Agrees (Y/N)
82	The Contractor shall deliver a monthly report that addresses the following topics: a) Activities and Deliverables Completed this Month. b) Activities and Deliverables Planned for next Month. c) Areas and activities related to Process Improvement. d) Quality Metrics. e) Specific Quality Assurance Activities. f) Risk Management. g) Financial Summary. h) Documentation Deliverable Log. i) Issues and Concerns.	
83	The Contractor shall also include as part of the Contractor Monthly Status Report, the following minimum set of quality management information: a) Quality activities performed in the last reporting period. b) Additional recommended management metrics for inclusion into the collection of management metrics that include the rationale and a proposed method for collecting, managing and reporting these management metrics. c) An established methodology to collect, analyze and report on trend data. d) Metrics and trend charts.	
84	The Contractor shall deliver a final report as the last monthly report for the contract that summarizes the entire contract engagement.	

6A.6 Configuration Management

The UIMOD Project Office uses configuration management to ensure all work products and system configuration items created as part of the Project are adequately identified, documented, stored, and managed. Additionally, the EDD uses configuration management to enable and manage successful deployment and operation of production applications. The processes and procedures for configuration management are different for design / development and production implementations.

Noted below are the minimum set of interface and compatibility requirements between the Contractor Configuration Management Plan and the UIMOD Configuration Management Plan.

6A.6.1 Configuration Management Plan

Requirement Number	Requirement	Bidder Agrees (Y/N)
85	The Contractor shall manage Contractor developed and produced configuration items using a formal methodology that is documented in the Plan.	
86	The Contractor configuration Management Plan shall conform to the following sections and sequencing as identified in IEEE Std. 828-2005, Standard for Software Configuration Management (SCM) Plans: a) Introduction (3.1). b) SCM Management (3.2). c) SCM Activities (3.3). d) SCM Schedules (3.4). e) SCM Resources (3.5). f) SCM Plan Maintenance (3.6).	
87	The Contractor shall also include the following additional topics in the scope the Contractor Configuration Management Plan: a) Equipment (host, server and workstation). b) Software (system, application and COTS). c) External Interfaces. d) Documentation.	
88	The Contractor Configuration Management Plan shall document the methods, processes, and tools that will be used for managing software and hardware configurations.	
89	For configuration items hosted at Department of Technology Services (DTS), the Contractor Configuration Management Plan shall adhere to the change management procedures defined in the ~~Bidders Library Item,~~ "DTS Security Manual". (See Bidders' Library, Security Standards folder, DTS Information Technology Security Manual.)	
90	The Management Plan shall include procedures for configuration identification, configuration control, status accounting and a verification audit that confirms the accuracy of configuration information.	
91	The Contractor shall update and maintain the Management Plan as needed and provide the State with all configuration management information related to hardware, software, analysis artifacts and documents produced for this Project.	
92	The Contractor shall incorporate into the Configuration Management Plan activities, practices and organization to facilitate and execute Audit, review and Quality Assurance processes the Contractor will use to monitor Configuration Management processes and tasks.	

6A.6.2 Configuration Item Reporting

Requirement Number	Requirement	Bidder Agrees (Y/N)
93	The Contractor shall prepare a Configuration Management Activity Summary Report that includes a description of the Contractor Configuration Status Reporting, detailing the current version and operational status of all UIMOD Configuration Items under Configuration Management.	

6A.6.3 Other Configuration Item Tracking and Oversight

Requirement Number	Requirement	Bidder Agrees (Y/N)
94	The Contractor shall manage work products produced by the Contractor and accepted by the UIMOD Project Office as Configuration Items according to the UIMOD Configuration Management Process. All other items (e.g. intermediate source code releases) shall be managed according to the Contractor's Configuration Management process.	
95	The Contractor shall use and follow the Configuration Control Board (CCB) process as defined in the UIMOD Configuration Management Plan for reviewing, approving, disapproving, or deferring changes to Configuration Items.	
96	The Contractor shall comply with EDD's CCB and Release Management boards for management and administration of Production applications and services.	
97	The Contractor shall participate and integrate with EDD's CCB and Release Management boards for management and administration of Production applications and services as a part of this scope of work.	
98	The Contractor shall prepare CCB meeting agendas and minutes in compliance with UIMOD's Configuration Management Plan as a part of this scope of work.	
99	The Contractor shall identify the number of licenses required by the vendor to develop, manage and maintain the system.	
100	The Contractor shall, at the end of the Contractor Production Support phase, transfer ownership to the EDD the licenses required by the vendor to develop, manage and maintain the system.	

6A.7 Requirements Management

The UIMOD Project Office uses requirements management to create UIMOD system requirements that are maintained and managed in the Requisite Pro database. Requirements management is also used to define the processes for maintaining, and modifying (as needed) system requirements that suit the needs of the Project.

Noted below are the minimum set of interface and compatibility requirements between the Contractor Requirements Management Plan and the UIMOD Requirements Management Plan.

6A.7.1 Requirements Management Plan

Requirement Number	Requirement	Bidder Agrees (Y/N)
101	The Contractor shall manage the technical requirements using a formal methodology that is documented in the Contractor Requirements Management Plan.	
102	The Contractor Requirements Management Plan shall conform to the sections and sequencing as identified below: a) Introduction. b) RM Management. c) RM Activities. d) RM Schedules. e) RM Resources. f) RM Plan Maintenance.	
103	The scope of the Contractor Requirements Management Plan shall include and address requirements management for the following: a) Equipment (host, server and workstation). b) Software (system, application and Commercial-off-the-shelf [COTS]). c) External Interfaces. d) Documentation.	
104	The Contractor Requirements Management Plan shall describe how requirements are derived and validated, including how and at what point requirements will be baselined.	
105	The Contractor Requirements Management Plan shall describe how requirements changes are analyzed and validated.	
106	The Contractor Requirements Management Plan shall describe how requirements changes and requirements traceability is maintained and validated.	
107	The Contractor Requirements Management Plan shall describe how the Contractor will ensure traceability of requirements to the system and system documentation.	

6A.7.2 Other Requirements Tracking and Oversight

Requirement Number	Requirement	Bidder Agrees (Y/N)
108	The Contractor shall participate in the management of functional and technical requirements stated in this RFP.	

6A.7.3 Reporting Requirements

Requirement Number	Requirement	Bidder Agrees (Y/N)
109	The Contractor shall develop, maintain, and administer, at a minimum, the following reports: a) Requirements by Topic and Requirement Number. b) Requirements Change Summary.	

6A.8 Risk Management

The UIMOD Project Office uses risk management to identify UIMOD risks as soon as possible, and to define how risks will be tracked throughout the Project lifecycle.

The statements below outline the minimum set of interface and compatibility requirements between the Contractor Risk Management Plan and the UIMOD Risk Management Plan.

6A.8.1 Risk Management Plan

Requirement Number	Requirement	Bidder Agrees (Y/N)
110	The Contractor shall manage Contractor risks using a formal methodology that is documented in the Contractor Risk Management Plan.	
111	The Contractor Risk Management Plan shall conform to Chapter 11, Risk Management of IEEE Std. 1490-2003, IEEE Guide – Adoption of Project Management Institute (PMI) Standard – A Guide to the Project Management Body of Knowledge.	
112	The Contractor Risk Management Plan shall address the following topics: a) Risk Management Planning. b) Risk Identification. c) Qualitative Risk Analysis. d) Risk Response Planning. e) Risk Monitoring and Control.	
113	The Contractor shall facilitate the incorporation of Risk management into all Project phases, including design, development, and business and technical delivery of Contractor activities and deliverables for the duration of the Project.	
114	The Contractor Risk Management Plan shall define metrics and evaluation criteria for Risk Ranking and Scoring.	

6A.8.2 Risk Assessments

Requirement Number	Requirement	Bidder Agrees (Y/N)
115	The Contractor shall perform risk assessments using a formal methodology. [i.e. Software Engineering Institute's (SEI) Technical report (Taxonomy-Based Risk Identification CMU/CEI-96-TR-6, 1993)].	
116	The Contractor shall coordinate Risk Assessments with the UIMOD Project Office prior to conducting a risk assessment.	

6A.8.3 Risk Meetings

Requirement Number	Requirement	Bidder Agrees (Y/N)
117	The Contractor shall participate in periodic UIMOD risk meetings or as mutually agreed upon between the Contractor and UIMOD Project Office.	

6A.8.4 Reporting

Requirement Number	Requirement	Bidder Agrees (Y/N)
118	The contractor shall provide an initial Report of Top Contractor Risks.	
119	The Contractor shall provide a weekly Project risk report for all open and closed Project risks.	
120	Where appropriate, the Project may request and the Contractor shall provide additional information on a particular risk.	
121	The Contractor shall report all risk assessments in process and not complete on a weekly basis.	
122	The Contractor shall deliver results of the risk assessment to the UIMOD Project Office within 5 days of completing the risk assessment.	

6A.8.5 Risk Management Tracking and Oversight

Requirement Number	Requirement	Bidder Agrees (Y/N)
123	The Contractor shall provide the UIMOD Project Office with requested Project artifacts and information to respond to oversight questions, and management operations.	
124	The Contractor shall populate and use a Project risk database.	

6A.8.6 Risk Data and Format

Requirement Number	Requirement	Bidder Agrees (Y/N)
125	The Contractor's risk reporting shall conform to the UIMOD conventions for documenting Risk Strategy: a) Avoidance. b) Transference / Deflection. c) Mitigation. d) Acceptance / Contingency.	
126	The Contractor Risk Management Plan shall conform to the UIMOD conventions for documenting Risk Category: a) Plan / Schedule. b) Organization and Management. c) Development Environment. d) User Involvement. e) Contractor Performance. f) Requirements Management. g) Product Characteristics. h) External Environment. i) Personnel. j) Design and Implementation. k) Physical Security. l) Management Processes. m) Financial. n) Procurement. o) System Security.	
127	The Contractor Risk Management Plan shall conform to the UIMOD conventions for documenting risk Status: a) Open. b) Closed.	
128	The Contractor Risk Management Plan shall conform to the UIMOD conventions for ranking Impact, Probability, Exposure and Severity: a) High. b) Medium. c) Low.	

6A.8.7 Project Thresholds and Standards

Requirement Number	Requirement	Bidder Agrees (Y/N)
129	The Contractor shall use the methods defined in the following paragraphs for quantifying risks: a) 6A.8.7.1 Risk Probability Thresholds. b) 6A.8.7.2 Risk Timeframe Thresholds. c) 6A.8.7.3 Risk Exposure. d) 6A.8.7.4 Risk Severity.	

6A.8.7.1 Risk Probability Thresholds

The following criteria will be used to assess a risks probability ranking.

Table 6A.1 - Risk Probability Thresholds

Value	Criteria
High	Almost certain or very likely to occur. Greater than a 50 percent chance of happening.
Medium	Exactly 50/50 chance.
Low	Less than 50 percent chance of occurrence, or probably will not occur.

6A.8.7.2 Risk Timeframe Thresholds

The following criteria will be used to assess a risk timeframe ranking.

Table 6A.2 - Risk Timeframe Thresholds

Value	Criteria
Short	Less than 6 months
Medium	Between 6 to 12 Months
Long	Greater than 1 year

6A.8.7.3 Risk Exposure

Risk exposure is derived from the risk attributes impact and probability and is used, in conjunction with Time Frame, to prioritize risks for mitigation and escalation. The matrix in Table 3 – Risk Exposure Matrix below illustrates how the risk exposure for each risk is determined from the intersection of that risk's impact and probability.

Table 6A.3 - Risk Exposure Matrix

		Probability		
		High	Medium	Low
Impact	High	**High**	**High**	Medium
	Medium	**High**	Medium	Low
	Low	Medium	Low	Low

The exposure for each risk is automatically calculated in the Exposure column of the Risk Matrix.

6A.8.7.4 Risk Severity

Risk severity is derived from exposure and time frame which determines the relative priority of the identified risks. The matrix in Table 4 – Risk Severity Matrix illustrates how the risk severity for each risk is determined from the intersection of that risk's exposure and time frame.

Table 6A.4 - Risk Severity Matrix

		Exposure		
Time Frame		High	Medium	Low
	Short	**High**	**High**	Medium
	Medium	**High**	Medium	Low
	Long	Medium	Low	Low

6A.9 Quality Management

The UIMOD Project Office uses quality management to establish the approach for providing product and process quality assurance during all phases of the Project.

The Contractor Quality Management Plan will be a sub-set of the UIMOD Quality Management Plan. Therefore, it is essential that the quality program and reliability and maintainability program established by the Contractor and UIMOD Project Office be compatible and consistent with one another as much as possible.

Noted below are the minimum set of requirements for compatibility between the Contractor Quality Management Plan and the UIMOD Quality Management Plan.

6A.9.1 Quality Management Plan

Requirement Number	Requirement	Bidder Agrees (Y/N)
130	The Contractor shall manage the Contractor's process and product quality using a formal methodology that is documented in the Contractor Quality Management Plan.	
131	The Contractor Quality Management Plan shall conform to IEEE Std. 730-2002, IEEE Standard for Software Quality Assurance Plans (SQAP), and Chapter 8, Project Quality Management of IEEE Std. 1490-2003, IEEE Guide – Adoption of PMI Standard – A Guide to the Project Management Body of Knowledge.	

132	The Contractor Quality Management Plan shall conform to the sections, sequencing and content (in addition to those required by the IEEE Std. 730-2002) as identified below:
	
	a) Purpose.
	b) Reference documents.
	c) Management:
	   1. Roles and responsibilities of Contractor staff as they relate to quality assurance.
	   2. Contractor's organizational structure as it relates to quality assurance of the Project.
	d) Documentation:
	   1. How the plan relates to other Contractor plans (e.g., test plan, configuration management plan).
	e) Standards, practices, conventions, and metrics:
	   1. Internal and external standards (e.g., coding, design, commentary [programming], documentation, and testing standards) that will be employed in the execution of this plan.
	   2. Metrics process that describes how measurements will be identified, collected, and analyzed to ensure quality goals, including management and system goals, are being accomplished.
	   3. Types of Project metrics the Contractor will collect, track, trend, and analyze.
	   4. Process improvement process for implementing opportunities for improvement.
	   5. How the Contractor will communicate with the State regarding quality issues, and the types of quality statistics/reports the Contractor will provide the State.
	f) Software reviews:
	   1. Schedule of periodic internal Contractor quality assurance reviews and audits.	

Requirement Number	Requirement	Bidder Agrees (Y/N)

	2. Quality reviews that the Contractor will conduct including types of software design reviews (e.g., preliminary design, detailed design, test readiness), system transition reviews and schedule reviews, and documentation reviews.
	
	g) Test:
	   1. Quality assurance activities as they relate to testing.
	
	h) Problem reporting and corrective action:
	   1. Corrective action process to address and resolve problems and deficiencies.
	
	   2. Practices and procedures to be followed for reporting, tracking, and resolving problems or issues identified in software development, system transition and Contractor Production Support processes.
	
	   3. Description of how problems/issues will be tracked to resolution and, if applicable, how corrective action plans will be developed to address more significant issues.
	
	i) Tools, techniques, and methodologies:
	   1. Tools used to support the Contractor's quality assurance tasks and activities.
	
	j) Media control.
	k) Supplier control:
	   1. How Contractor will ensure quality of work products developed and delivered by the Contractor's sub-contractors/partners.
	
	l) Records collection, maintenance, and retention.
	m) Training.
	n) Glossary.
	o) SQAP change procedure and history.
	p) Reliability and Maintainability:
	   1. The goals, objectives, and strategies for ensuring that the system Reliability and Maintainability meets its stated requirements.	

6A.9.2 Metrics Collection

Requirement Number	Requirement	Bidder Agrees (Y/N)
133	The Contractor shall collect, maintain, trend, and report on Project metrics in accordance with the Contractor approved Quality Management Plan.	

Requirement Number	Requirement	Bidder Agrees (Y/N)
134	The Contractor shall, at a minimum, report trends on the following metrics for each monthly build: a) Open Defects (as gathered from the defect tracking system) by severity classification defined in the SEMP. b) Open Defects by type of coding project (e.g. # of open defects in checkpoint release 5)., in the Visual Studio Data Access Components Project). c) Open Defect density (Defects per lines of code) over time. d) Requirement changes [pending, approved, rejected].	

6A.9.3 Formal Quarterly Management Reviews and Audits

Requirement Number	Requirement	Bidder Agrees (Y/N)
135	The Contractor shall prepare and facilitate Quarterly UIMOD Management Reviews for the State that are presented for an executive-level audience that summarizes the Quality Management and Risk Management objectives, status, and recommendations for the Project.	
136	The Contractor shall include as part of the Quarterly UIMOD Management Reviews a specific segment dedicated to the Contractor's quality program showing evidence that quality objectives for the Project are being properly maintained and managed.	
137	The Contractor shall be responsible for coordinating the Quarterly UIMOD Management Reviews, including development of the meeting agenda, scheduling, and securing meeting location.	
138	The Contractor shall submit the agenda for the Quarterly UIMOD Management Reviews for State approval at least two (2) workdays prior to the meeting.	
139	The Contractor shall develop and provide all meeting handouts, and electronically submit and distribute handouts (together with meeting minutes) via email no later than two (2) workdays after the review.	
140	The Contractor shall electronically submit and distribute meeting minutes via email no later than two (2) workdays after the review. Day 1 is defined as the day after the review.	

6A.9.4 Continuous Process Improvement

Requirement Number	Requirement	Bidder Agrees (Y/N)
141	The Contractor shall identify areas for process improvement on a continual basis.	

Requirement Number	Requirement	Bidder Agrees (Y/N)
142	The Contractor shall present areas for process improvement as part of the Contractor's Monthly Status Report.	
143	The Contractor shall coordinate and facilitate lessons learned sessions to identify areas for process improvement.	

6A.10 System Engineering Management

6A.10.1   System Engineering Management Plan (SEMP)

The SEMP will be a Contractor developed plan that will outline the work that will be performed by the Contractor. It is important that the UIMOD SEMP and Contractor SEMP be integrated and managed collaboratively to ensure that State commitments and Contractor commitments to technical management are properly coordinated for mutual Project success.

Because the Contractor involvement occurs during three of the UIMOD Project Life Cycle phases of System Development, System Implementation, and Transition (Contractor Production Support), the Contractor SEMP will need to address all aspects of these distinct, yet overlapping, life cycle phases.

Requirement Number	Requirement	Bidder Agrees (Y/N)
144	The Contractor shall develop a Contractor SEMP that incorporates corrections, and improvements to the SEMP that was delivered as part of the proposal.	
145	The Contractor SEMP shall be the Contractor's overarching document for outlining the technical approach, methodologies, and practices used by the Contractor in performing their work, and will, at a minimum, include a discussion of all of the technical-related requirements.	

146	The Contractor Updated SEMP shall address the following topics:
	
	 a) Organization of the Contractor development team, along with their physical location and facilities needs.
	 b) Technical environments for the Project and how they will be managed. This section will also discuss the interaction with the pre-production and production environments.
	 c) Description of the evaluation and decision-making process to be used by the Contractor when resolving technical questions.
	 d) System Engineering Methodology:
	     1. Configuration Management: Include a description of how Project configuration items (e.g. source code) will be managed.
	     2. Requirements Verification and Validation: Include a description of how the Use Cases will be clarified and expanded, requirements validated, and updated requirements	

Requirement Number	Requirement	Bidder Agrees (Y/N)
	reviewed and approved by the UIMOD Project office.	
	3. The Architecture and Design Process (both logical and physical design), including how issues will be discussed and resolved.	
	4. The software development methodology to be used by the Contractor that reflects the UIMOD requirements (for iterative builds and incremental releases).	
	5. The hardware development and configuration methodology to be used by the Contractor that reflects the UIMOD requirements (for iterative builds and incremental releases).	
	6. The build management process used to create and manage builds.	
	7. The testing process to be used by the Contractor that encompasses the UIMOD requirements.	
	e) Description of how external interfaces will be developed and managed.	
	f) Description of how data conversion development will be performed and managed.	
	g) Implementation Planning to include a description of how the Contractor will manage the deployment of system functionality to the call centers, the training required for both end-users and EDD technical staff, and the coordination/communication needed to prepare the target environments.	
	h) Contractor Production Support:	
	1. A description of how the Contractor will manage production support priorities.	
	i) A description of how production support will be done concurrently with development, given the incremental release requirements for the Project.	
147	Where sections in the SEMP require plans to be defined that are already required under a different section of this RFP (e.g. Implementation Plan), the associate plan shall be summarized and referenced to keep redundancies between plans at a minimum.	

6A.10.2   System Security Plan

Requirement Number	Requirement	Bidder Agrees (Y/N)
148	The Contractor must create a security plan that conforms to NIST 800-18: Security Assessment and NIST 800-37: Security Certification.	

6A.11 Independent Oversight Responses

6A.11.1 Independent Project Oversight Consultant (IPOC) Responses

The State has procured the services of an Independent Project Oversight Consultant (IPOC) to provide independent oversight of the UIMOD Project. From time to time, the IPOC will request Project artifacts and other information from the UIMOD Project to assist in their oversight activities.

Requirement Number	Requirement	Bidder Agrees (Y/N)
149	The Contractor shall work under the direction of the UIMOD Project Office in providing requested Project artifacts, responses to inquiries, and other information to respond to IPOC requests.	
150	The Contractor shall coordinate requests for information through the UIMOD Project Office before responding to inquiries and request for information from the IPOC consultant.	

6A.11.2 Independent Verification and Validation (IV&V) Responses

The State has procured the services of an IV&V Contractor to provide independent oversight of the UIMOD Project. From time to time the IV&V Contractor will request Project artifacts and other information from the UIMOD Project to assist in their oversight activities.

Requirement Number	Requirement	Bidder Agrees (Y/N)
151	The Contractor shall work under the direction of the UIMOD Project Office in providing requested Project artifacts, responses to inquiries, and other information to respond to IV&V requests.	
152	The Contractor shall coordinate requests for information through the UIMOD Project Office before responding to inquiries and request for information from the IV&V consultant.	

6A.12 Contract Closeout

Contract closeout is the final stage of the contract whereby the Contractor completes all outstanding contractual obligations before receiving the 20 % withhold amount taken from each of the pay point production releases. It will be important that the Contractor and State work collaboratively to establish this final stage of the contract.

Requirement Number	Description	Bidder Agrees (Y/N)
153	The Contractor shall deliver a Contract Closeout Action List to include: a) List of deficiency items from the deficiency & Issue tracking system that will be updated by the Contractor as condition for completion for contract closeout. b) List of outstanding action items or tasks from meeting minutes or other Management tracking systems. c) List of outstanding actions for the State to resolve in order for the Contractor to complete the contract closeout phase. d) List of all outstanding tasks and work required per the approved Contractor Project Schedule. e) List of any other items deemed relevant to the clarification of expectations for Contractor Closeout.	
154	The Contractor shall delivery Contract Closeout deliverables to include the following: a) The resolution of all documented contractor-responsible deficiencies associated with the present and any prior Pay Point deliverables as stipulated through the approved deficiency process, and b) Successful completion of all other work breakdown structure elements, tasks, and deliverables for this milestone as specified in the Contractor approved project schedule. c) All other contractual obligations are successfully completed.	